

# AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

## NEWSLETTER



Participants at the Public Service Productivity Training - KSG Mombasa, Kenya

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### WHAT IS AAPAM

The African Association for Public Administration and Management (AAPAM) is an International Professional Organization that promotes Best Practice, Excellence and Professionalism in Public Administration and Management in Africa through Research, Publications, Training, Seminars, Conferences and Awards.

### WHO ARE MEMBERS OF AAPAM

- High level public policy makers, both appointed and elected
- Top administrators in the public service of African Governments
- Top managers in both public and private sectors
- Management Consultants
- Public policy management institutions/ organizations
- Management Development Institutes (MDIs)
- Business School/ Institutions and University
- Representatives of International organizations and the donor community having interest in development issues in Africa
- Academics and Researchers

### CATEGORIES OF AAPAM MEMBERSHIP

AAPAM Membership consists of four categories:

- African Governments
- Corporate Members; institutions, organizations, associations or groups who share similar interests as AAPAM
- Individual Member interested in AAPAM activities
- Students

### WHAT ARE THE BENEFITS FOR MEMBERS?

All paid up members receive the following services and products:

- Free copies of AAPAM publications i.e. a Journal (AJPM) published bi-annually and a Newsletter
- Copies of report from Annual Roundtable Conferences
- Facilitation of exchange programmes to enable individuals or groups of top public officials and managers to visit other countries in Africa and share learning experiences
- Involvement in accordance with required expertise in the Association's consultancy activities
- Participation in AAPAM activities and programmes like trainings, workshops

### AAPAM COUNCIL

All Executive Committee Members

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### Representative of Individual Members

1. Dr. Finlay Sama Doh
2. Mrs. Gertrude Mpaka
3. Dr. Teferi Haile Michael
4. Mr. Abdou Meizar

### Representatives of Corporate Members

1. Uganda Management Institute
2. Kenya School of Government
3. Lesotho Institute of Public Administration and Management
4. Ghana Institute of Management and Public Administration
5. University of Pretoria
6. National Institute of Public Administration- Djibouti
7. Tunis National School of Administration - Tunisia



### Dear esteemed members

It is with great pleasure that I bring to you the 85<sup>th</sup> edition of the African Association for Public Administration and Management (AAPAM) Newsletter. The Newsletter customarily focuses on AAPAM's activities and programs in the recent past.

Our 2<sup>nd</sup> quarter commenced with capacity development on productivity. Consequently, the 2<sup>nd</sup> public service productivity training took place at the coastal City of Mombasa, Kenya from 15<sup>th</sup> to 18<sup>th</sup> April 2019. This capacity development programme was conducted in collaboration with the Kenya School of Government and the Ministry of Public Service, Youth and Gender Affairs, Kenya. We recorded a record-breaking attendance of over one hundred and twenty-two delegates from five African countries.

AAPAM also participated in the 7<sup>th</sup> Continental Africa Public Service Day (APSD) celebrations from 21<sup>st</sup> to 23<sup>rd</sup> June 2019 in Nairobi, Kenya. The African Union Member States converged to celebrate and recognize the contribution of public service under the theme *"the intersection of youth empowerment and migration: entrenching a culture of good governance, ICT and innovation for inclusive service delivery"*.

The celebrations focused on building strong, competent, innovative, professional and

## Letter from the President

merit based public institutions that serve and deliver effectively and efficiently to the satisfaction of the citizenry. Read more on this.

Further, in the same month of June, AAPAM participated in the United Nations Public Service Forum (UNPSF) which was held in the Republic of Azerbaijan from 24<sup>th</sup> to 26<sup>th</sup> June 2019. The forum centred on *'achieving the Sustainable Development Goals through effective service delivery, innovative transformation and accountable institutions'*.

The Association joined global actors to take stock of the world development whilst creating strategies for making Agenda 2030 a reality. AAPAM harnessed the opportunity to network and champion for the transformation of Africa through the attainment of the Agenda 2030 for sustainable development.

In the 3<sup>rd</sup> quarter, we partnered with the Uganda Management Institute (UMI) and conducted a course on *'leveraging workplace diversity for enhanced service delivery in the 21<sup>st</sup> century Africa'*, from 27<sup>th</sup> to 29<sup>th</sup> August 2019 in Uganda. Transformation and managing diversity are important in the contemporary world.

Indeed, there are commensurate benefits in properly managing a divergent workforce as it translates to improved overall organizational performance. Managing diversity in the workplace has been known to influence employee retention and attraction. I am much delighted that this three-day

program attracted seventy participants from across Africa.

AAPAM also participated in the seminar organized by the African Union Commission (AUC) Specialized Technical Committee (STC) number 8 on enhancing public service productivity. This seminar which was also supported by Management Development and Productivity Institute (MDPI) was held from 20<sup>th</sup> to 23<sup>rd</sup> August 2019 in Accra, Ghana. Member States were empowered to implement the African Charter on Values and Principles of the Public Service and Administration (ACVPPSA).

Moreover, the Association participated in the symposium for the transformation of public service in Africa organized by United Nations Department of Economic and Social Affairs in collaboration with the government of Kenya from 16<sup>th</sup> to 18<sup>th</sup> October 2019. Read more on this from this edition.

Lastly, I take this opportunity to thank all of you who attended and participated in the 40<sup>th</sup> AAPAM Annual Round Table Conference held from 3<sup>rd</sup> to 6<sup>th</sup> December 2019 at Nile Ritz Carlton, Cairo-Egypt. We will feature the highlights of the conference and the 4<sup>th</sup> quarter events in our 86<sup>th</sup> Newsletter edition.

On behalf of the AAPAM family, I wish you all blessed holidays and a happy prosperous 2020.

**Dr. Roland Msiska**  
**AAPAM President**



## Public Service Productivity is Cardinal to Transformation

By **Rajab Lukwago**, Uganda  
and **Hezron Ogembo**, Kenya

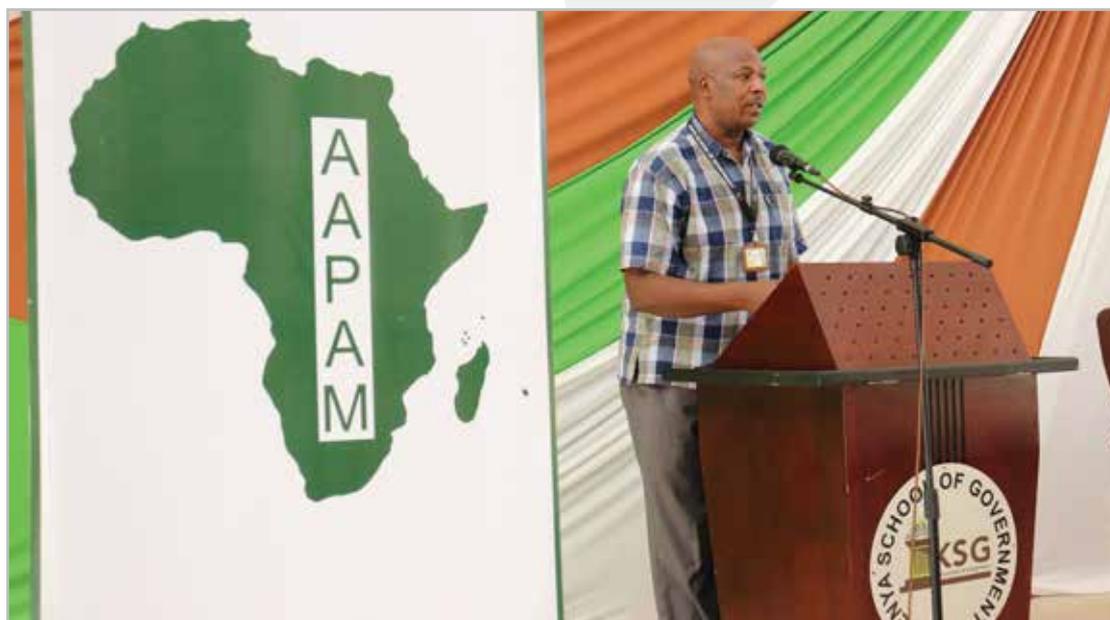
The 2<sup>nd</sup> Public Service Productivity training was conducted by the African Association for Public Administration and Management (AAPAM) in collaboration with the Ministry of Public Service, Youth and Gender Affairs- Republic of Kenya and the Kenya School of Government (KSG) from 15<sup>th</sup> to 18<sup>th</sup> April 2019, at KSG - Mombasa. This capacity development programme was designed for senior and top public and private sector managers, administrators, policy makers, development partners, academicians, researchers including secretaries of commissions/ corporations, departmental heads, directors, county secretaries and heads of divisions. 122 participants from five African countries namely; South Africa, Lesotho, Botswana, Uganda and Kenya attended the programme. The course aimed at equipping participants with knowledge, skills and attitudes to enhance positive transformation for productivity measurement in the public service.

The training was launched by the Principal Secretary, State Department for Public Service, Ministry of Youth and Gender Affairs- Kenya, Dr. Francis Owino who in his speech applauded AAPAM and its National Chapters for being at the forefront in championing transformation among member States across the continent. He noted that Kenya particularly takes great pride in hosting the Association's offices. Other guests who graced the opening and closing sessions with wonderful nuggets of inspiration and wisdom included Prof. Ludeki Chweya, Director General KSG, Mr. John Nakabago, AAPAM Vice-president Eastern Africa,

Dr. John Bii, Deputy Director, KSG - Mombasa Campus and Dr. Seth Odongo, Mombasa County Executive Committee Member for Devolution and Public Service Administration. Speakers called on the participants to embrace the knowledge and experiences shared on the platform to facilitate a positive productivity turn-around in their organizations

Throughout the three-days, facilitators grounded participants on topics such as institutionalizing productivity; communication and motivation for productivity; implementing and sustaining productivity; strengthening organizational relationships and teamwork; strategies, tools and techniques for the public sector; developing strategic objectives for productivity as well as setting performance standards; measuring, monitoring, evaluating and reporting productivity; productive workplace culture; guiding principles of productivity, productivity research and measurement as well as dimensions of productivity in public service.

The learners were taken through the process of waste identification and removal. Areas of wastage in government were identified for example wastage of time through lateness and absenteeism. Wastage in governments takes different forms of time, resources, talent and skills. All these were coiled into three terminologies of *Muri, Mura & Muda*, as observed by Henry Ford in his book 'My Life and work' where he says that waste hides in the plain. This topic left many feeling guilty about



Dr. John Bii, Deputy Director, KSG- Mombasa Campus



*Closing Ceremony of the Productivity training.*

their actions back in the office. This was just one of the interesting practical topics covered comprehensively during the successful training.

The participants were also treated to a nature excursion to the several centuries old Fort Jesus and Bamburi nature trail. This gave them an opportunity to appreciate and respect the source of providence as well as come face to face with the historical artifacts. It will be reminisced that the Coastal tourist city of Mombasa holds a close relation with the modern history, western and eastern religions of Christianity and Islam. The early explorers to the East Coast of Africa first landed in this coastal town during the earlier centuries. It is therefore a gateway into the conquest of Uganda, Kenya and Tanzania. Fort Jesus is phenomenal in this piece of history as this was the battle ground between the European and Arab powers, acting as a fortress for the Portuguese fighters as one side of the warring factions. On the other hand, Bamburi nature trail, an old coral mining site, was converted

into a sanctuary for a variety of animal species making it a remarkable land reclamation initiative.

A networking gala dinner was also hosted by the organizers where Dr. Seth Odongo, Executive Committee Member for Devolution and Public Service Administration, Mombasa County was the chief guest. He invited his guests to enjoy the rich ambiance of breeze coming fresh from the ocean not forgetting to mention the celebrated hospitality of the coastal inhabitants. Mombasa city though may feel hot and humid to those from the hinterland, acts as a tourist town and one is likely to meet people from all kindred, races and color here, he mentioned.

The success of this training was spiced by AAPAM Secretary General's offer of one year complimentary membership to all the participants who attended the program. He also invited the delegates to be part and parcel of the AAPAM programmes.



## Leveraging Workplace Diversity for Enhanced Service Delivery in the 21<sup>st</sup> Century Africa

By **Christine Wangeci**,  
Finance Assistant-AAPAM

The Uganda Management Institute (UMI) and African Association for Public Administration and Management (AAPAM) collaborated in organizing a training under the theme 'leveraging workplace diversity for enhanced service delivery in the 21<sup>st</sup> century Africa'. The programme was held at the Uganda Management Institute (UMI), Kampala from 27<sup>th</sup> to 29<sup>th</sup> August 2019.

The training was officially launched by the Minister for Kampala City Authority, Hon. Betty Oliver Namisango Kamyia among other dignitaries including the Director General of UMI, Dr. James Nkata, the Secretary General of AAPAM, Dr George Scott, the Vice-President for AAPAM East Africa, Mr. Nakabago John and the State House Controller Ms. Lucy Nakyobe Mbonye.

The dignitaries collectively voiced their view that transformation and managing diversity are organizational imperatives. Therefore it is important for organizations to embrace the benefits of managing a divergent workforce,

demystify stereotypes and translate this for organizational overall performance. Managing diversity in the workplace is an integral part of employee retention and a key strategy to attract skilled and professional workforce whose main intention is to enhance workplace productivity, thereby increasing the organization's competitive edge.

Facilitators dealt with emerging issues and trends on diversity management both in the public and private sectors. They contextualized public service experiences which can be adequately dealt with through proper diversity management. Age, ethnic, professional and other differences are dividends for enhanced service delivery

It was observed that diversity in recruitment and retention is influenced by employee engagement, which presupposes employee ownership of the process. It is driven by employees who should offer solutions to problems through helping one another and being proud of being part of the organization. One example of diversity

management is the generational diversity management. The emergence of millennials as a majority in the current day workplace presents several challenges and opportunities requiring clear policy framework aimed at embracing talent and improving technology.

The three-days programme attracted 70 participants from five countries namely, Kenya, Uganda, Tanzania, South Sudan and Ghana. Participants included Executives, Directors of Public Institutions, NGOs, International organizations, Commissioners, Under Secretaries, Heads of Agencies, Managers of State Corporations/Public Enterprises and Agencies as well as Senior Managers in local government agencies.

In their closing remarks the Honorable Minister for Public Service, Hon. Wilson Muruli Mukasa (MP) and the Head of Public Service and Secretary to Cabinet, Dr John Mitala, emphasized that leveraging workplace diversity is key to every institution in the 21<sup>st</sup> Century.



*A cross-section of the participants who attended the training programme*

# Africa Celebrates the 7<sup>th</sup> Continental Public Service Day

By **Clifford Ogutu**, Research and Consultancy Assistant- AAPAM



The continental Africa Public Service Day (APSD) was celebrated from June 21<sup>st</sup> to Sunday, June 23<sup>rd</sup> by African Union Member States under the theme ***“The Intersection of Youth Empowerment and Migration: Entrenching a culture of Good Governance, ICT and innovation for inclusive service delivery.”***

The theme is premised on AU’s aspirations as stipulated in Agenda 2063 where Africans desire to build a continent that puts its citizens at the center of all programs and projects. The overall aim of the 2019 APSD theme and sub-themes, was to build strong, competent, innovative, professional and merit based public institutions that serve and deliver effectively and efficiently to the satisfaction of the citizenry. The conference was hosted by the African Union in conjunction with the Ministry of Public Service and Gender Affairs, Kenya.

The APSD was adopted by the Pan African Ministers for Public Service in Tangiers, Morocco in 2002. It celebrated every 23<sup>rd</sup> June at the national level and a continental celebration after every two years. To date, the continental APSD has been celebrated seven times in six different countries including Namibia (2007), Tanzania (2009 and 2011), Ghana (2013), Congo (2015) Rwanda (2017) and Kenya (2019).

The 2019 continental celebrations which was held at the Kenyatta International Conventions Center (KICC) in Nairobi, Kenya was officially opened by the President of Kenya H.E. Uhuru Kenyatta. In his opening remarks, the president observed that Africa is on the rise but needed bold and transformative leadership to keep it on the trajectory of growth. He added that African governments need to be supported by a diligent, well-motivated and professional public service to enable national and individual prosperity adding that the workforce must have integrity.

The President urged governments across the continent to focus more on providing the youth with opportunities for employment, self-expression and innovation. He specifically pitched for sustainable investments in education, technical and vocational skills development, access to start-up capital and a regulatory environment.

Other distinguished guests present included Public Service Cabinet Secretary of Kenya, Prof Margaret Kobia and Nairobi Governor, Mike Mbuvi among others. African Union was represented by H.E. Mrs. Minata Samate Cessouma, Commissioner for Political Affairs at the AU Commission. She appreciated Kenya for hosting the celebrations. She reminded Member States of the significance of investing in technology, good governance and communication, so as to expand youth access to opportunities.

The conference had two main events that were running concurrently: a symposium and

an exhibition. The symposium entailed presentations and discussions on the main theme and the sub-themes. The conference theme was discussed in seven (7) sessions. Presentation were led by both locals (Kenyans) and international speakers including prominent Senior Officials and Chief Executives of Public Organizations, the Academia, Private Sector and other Non-State Actors. The African Association for Public Administration and Management (AAPAM) Secretary General Dr. Scott was a panelist during the symposium sessions.

More than 54 booths were provided by the organizers to both local and international exhibitors to showcase innovation and growth momentum within the African member states. AAPAM also displayed its products and services to the members of the public who thronged the exhibition area. Besides the exhibitions that showcased best practice in public service, best public sector organizations across the continent were recognized and awarded for being outstanding entities in public sector performance, management and development in Africa.

As the event came to an end, it was reiterated that the fundamental objective of APSD is celebrate the delivery quality service to Africa’s citizens and recognize the important role of public services in the continent. To conclude the celebrations, both local and international delegates were treated to a sumptuous dinner Gala at Safari park casino and hotel in Nairobi.



## African Union Capacity Building Seminar on Improving Public Service Productivity

By **Jessica A. Omundo**,  
Programme Officer-AAPAM



*A group photograph of the participants who attended the seminar*

The African Union Commission (AUC) Specialized Technical Committee (STC) number 8 in collaboration with Management Development and Productivity Institute (MDPI)-Ghana conducted a seminar for member states on improving public service productivity. This seminar which was held between 20<sup>th</sup> and 23<sup>rd</sup> August in Accra, Ghana.

The seminar aimed at empowering Member States to implement the African Charter on Values and Principles of the Public Service and Administration (ACVPPSA). In attendance were twelve states parties namely, Burundi, Cameroon, Comoros, Republic of Congo, Cote d'Ivoire, Kenya, Mali, Mauritius, Namibia, Rwanda, South Africa and Tanzania. Also present were practitioners and experts from the African Association of Public Administration and Management (AAPAM), the African Management Development Institute Network (AMDIN) and West African Management Development Institutes Network (WAMDEVIN).

This capacity building forum was founded on Chapter 11 of ACVPPSA which tackles duties of the public service and administration. This section lays

down a number of Articles that reflects the expectations and duties of the public service, specifically, Article 7, which makes provision for an *Efficient and Quality Service*, where it states that:

- a) Public services shall be delivered in the most effective, efficient and economical manner, consistent with the highest possible standards.
- b) Public Service and Administration shall establish appropriate mechanisms to periodically monitor and evaluate the effectiveness of public service delivery.
- c) Public Service and Administration shall set and respect timeframes for public service delivery and,
- d) Public Service and Administration shall ensure that its services are adapted to the evolving needs of users.

Members present were trained on the fundamentals of enhancing productivity like managing productivity in the public service; productivity improvement techniques and strategies; and case studies on national and institutional productivity improvement approaches. Member States were encouraged to embrace transformation in their technical and administrative processes

and systems in order to improve productivity. Such a transformation is core to the achievement of the SDGs and implementation of Agenda 2063.

The seminar was officially opened by the African Union Commission representatives, Issaka Garba Abdou, Senior Political Officer for Public Service and Anti-Corruption, and Dr. Patrick Tandoh-Offin, Chairman of the Board of Governors and Mr. Kwaku Odame Takyi, Director General MDPI.

State Parties, partners and experts present made a number of recommendations to enhance productivity in the African Public Sector including; enhancing awareness creation; continued capacity development; mainstreaming of public service productivity within the Management Development Institutes (MDIs)'s core mandate; and development and implementation of public service productivity monitoring, evaluation and reporting frameworks. This seminar resonates with AAPAM's capacity development programmes on public service productivity conducted in Kenya in 2017 and 2019.

# Strengthening Capacities of Public Service Institutions to Realize Sustainable Development Based on the United Nation's Agenda 2030 and the African Union's Agenda 2063 in East Africa

By **Morgan Chuunga** (Head-admin, Public Service Management Division, Zambia)



*Prof. Ludeki Chweya, Director General Kenya School of Government making his remarks. Looking on are some of the speakers who graced the symposium.*

The United Nations Department of Economic and Social Affairs (UNDESA) with support from its Project Office on Governance (UNPOG) in collaboration with the Kenya School of Government and the African Union Development Agency-NEPAD (AUDA-NEPAD) collaborated in organizing a symposium themed “*Strengthening Capacities for Public Institutions for Transformational Leadership, Innovation and Inclusion to Realize the 2030 Agenda for Sustainable Development and Agenda 2063 in East Africa*”. The symposium was held at the Kenya School of Government, Nairobi from 16<sup>th</sup> to 18<sup>th</sup> October 2019.

The symposium was well attended by participants from different countries across Africa including, Burundi, Ethiopia, Malawi, Botswana, Uganda, Zambia, Kenya, South Sudan, Mozambique, Madagascar, Rwanda, Ghana

and The Republic of Korea. The participants had different professional backgrounds with different portfolios including Academicians, Senior Government Officials, Public Service Workers, Directors of Public Institutions, Non-Governmental Organizations among other International organizations to mention a few. AAPAM was represented by the secretary General, Dr. George Scott among other members of the Secretariat.

The symposium was officially opened by the Cabinet Secretary for Public Service, Youth and Gender Affairs-Kenya, Prof. Margaret Kobia who was accompanied by The Permanent Secretary in the State Department of Planning in Kenya. Other dignitaries in attendance include: Dr. John Mary Kauzya, Mr. Chae Gun Chung, Mr. Talla Kebe and Prof. Ludeki Chweya. In her opening remarks, the Guest of honor emphasized the need for public

servants to take the mantle in leading Africa to realize the SDGs and Agenda 2063 through the realization of the fact that at the centre of all development, the public service has the biggest role. The accompanying delegates echoed the need for transformational leadership and an environment that promotes innovation and inclusion for all.

In appreciating the role of innovation for public institutions, the delegates to the symposium had two site visits namely; Huduma Centre (2015 UN Public Service Awards winner and 2017 AAPAM awards winner) and Water Sector Trust Fund (2019 UN Public Service Awards Winner). The Water Sector Trust fund was visited first and after the delegates were welcomed, an in-depth presentation was given as to how the sector had managed to improve the sanitation of thousands of Kenyans through environmentally sustainable solutions. The Huduma Centre located in Nairobi's Central



Business District (CBD) was the second site to be visited and delegates were given a tour of all the services that were hosted under the one stop shop. Both site visits allowed for free interaction between delegates and staff from the award-winning institutions. After the visits, delegates were treated to a mouth-watering and welcoming dinner at Carnivore restaurant in Nairobi.

Participants were given an opportunity to identify the next steps to be taken in strengthening capacities to transform governance, innovation through public administration and integrate institutional approaches for accelerated implementation

of the SDGs and Agenda 2063 through four plenary sessions and four sessions of parallel working groups on special thematic issues.

The Plenary sessions focused on progress of Agenda 2063 and SDG implementation, crosscutting roles of public institutions and transformational leadership, leaving no one behind through inclusive governance, innovations in the public service and partnership building in order to achieve goals of both agendas. The two parallel working groups mainly discussed inclusive service delivery with a specific focus on vulnerable groups while stressing on transformational leadership. This created room for presentations from experts and

regional representatives. Case studies that prompted intense and fruitful discussions from all present were also presented.

The conference came to an end on 18<sup>th</sup> October 2019 and in his closing remarks, Dr. Joseph Kinyua (Head of Public Service in Kenya) stressed the need for regional integration in order to realize the potential of Africa. He re-emphasized that good governance and right policies were the key to promoting greater service delivery. He concluded by stressing that the public service needs to get on board and play a bigger role in achieving the 2030 Agenda for Sustainable Development and Agenda 2063 in East Africa.

## Achieving Sustainable Development Goals through Effective Delivery of Service, Innovative Transformation and Accountable Institutions.

*By Kgomotsego Naphtaly - Principal Administration Officer, Industrial Court Francistown, Republic of Botswana and Secretary AAPAM Young Professional Network.*

The United Nations held its 2019 Public Service Forum at the magnificent Heydar Aliyev Center in Baku, Republic of Azerbaijan from 24<sup>th</sup> to 26<sup>th</sup> June 2019. The Forum centred on the theme: 'Achieving the Sustainable Development Goals through effective service delivery, innovative transformative and accountable institutions.

As it has been the tradition, the United Nations Public Service Forum (UNPSF) celebrated and recognised the contribution of public service in fostering development. In attendance were international participants including Ministers, Senior Government Officials, Academia, Civil Society, Private Sector, International and Regional Organizations representatives.

The opening ceremony was presided over by H.E Mrs Mehribah Aliyeva, First Vice-President of the Republic of Azerbaijan who in her opening remarks lauded the UN for conducting the forum for the first time in the region of Eastern Europe, mentioning that it was an honor for them to host the Forum in their own capital. She further noted that the forum theme was of great importance to all the nations. H.E Aliyeva recognized that the forum was a useful platform for senior decision-makers coming from different parts of the world to share their experiences and challenges, to meet the goals of

the UN 2030 agenda of sustainable development. She also highlighted the strides already made by the Azerbaijan public service, giving an example of "ASAN" which in Azerbaijani dialect means 'easy', targeting to make public services to people more friendly, comfortable, easy to use and efficient. ASAN is a one-stop-shop public service provider established by the initiative of the president of Azerbaijan in 2012 as part of the broader public administration reform and was immediately embraced by the people.

The forum was graced by local and international speakers who inspired participants to individually and collectively work towards the achievement of Sustainable Development Goals (SDGs) through transformed institutions, effective and innovative delivery of service.

### The Award Ceremony:

The celebrations also witnessed the awarding of the United Nations Public Service Award winners. The winners under the various categories were:

1. Delivering inclusive and equitable services to leave no one behind.
  - **Kenya:** Upscaling basic sanitation for urban poor
  - **Brazil:** Waste collection program, enhancing a cooperative network for productive and

- social inclusion
- **Australia:** Victorian Rabbit Action Network
- 2. Ensuring integrated approaches in the public centre institutions
  - **Indonesia:** PetaBencana.id
  - **Argentina:** Social Synergic and sustainable Business Model
  - **Portugal:** The National Support Centres for Integration.
- 3. Developing effective and accountable institutions migrants
  - **Thailand:** Self-reliant solar energy community
- 4. Promoting digital transformation in public centre institutions
  - **Costa Rica:** Implementation of the single Digital Health record in primary care
  - **Republic of Korea:** Public sanitary pads support for menstrual health equity
  - **Chile:** Promotion of women led companies through public market
- 5. Promoting gender responsive public service to achieve the SDGs.
  - **Austria:** Competence checks for refugee women

### Parallel Workshops

To cater for the diverse need of different actors, the forum included parallel workshop. Key issues discussed during the parallel workshops included; delivering inclusive and equitable services to leave no one behind, ensuring integrated approaches in the public centre institutions; developing effective and accountable public institutions; transfiguring digital transformation for the sustainable development goals; promoting gender responsive public services to achieve the SDGs; innovation in government for social inclusion of vulnerable groups to achieve the SDGs; and Mobilising and equipping public servants to realise the 2030 Agenda.

During the parallel workshops, corruption was cited as a key impediment to effectiveness and accountability in the public institutions. As a remedy, it was suggested that administrative, judicial and human capacity reforms be implemented in the public service institutions. It was also noted that young people need to be involved in policy making. Embracing innovation is cardinal to development therefore it should be encouraged amongst the youths.

It was observed that for the public service to be effective, accountable and inclusive there has to be a change in mindsets of public servants. There



*The 2019 UN Public Service Award Winners pose for a photograph.*

is need to embrace paradigm shift in approach to public servants' capacity development, for example more attention should be paid on filling the skill gaps. The focus should be on facts like emotional intelligence, leadership skills, problem solving techniques, creativity, innovation and adaptability.

The African Association for Public administration and Management (AAPAM) was privileged to be part of the great forum. As a panelist in the Workshop on Regional and National Perspectives on Changing Mindsets in Public Administration for the 2030 Agenda for Sustainable Development, Ms. Jessica Omundo, AAPAM Programme Officer highlighted the trends in the SDGs in the Curricula of schools of public administration and institutes of public management in Africa.

She noted that the approaches included but not limited to; localizing the curriculum (this involves adapting, implementing and monitoring the SDGs at the local level), prioritizing areas of focus, integrating the curriculum in the existing systems, developing distinct capacity developments initiatives on the SDGs, multi-stakeholder involvement on cross-cutting areas.

Azerbaijan is really a beautiful country and the people are hospitable. The architectural structures are a marvel to see and the city of Baku is generally very clean. Delegates applauded a huge involvement of young people in the organisation of the forum. As the curtain came down for the 2019 UNPSF, participants concurred that institutions play a crucial role in the achievement of the SDGs. However, there remains a challenge in many countries to implement the public sector reforms in order to spur transformation.



## KAPAM Conducts A Public Policy Training in Kisumu-Kenya

By *Jessica A. Omundo*,  
Programme Officer-AAPAM



*Participants who attended the public policy training in Sovereign Hotel-Kisumu*

The Kenya Association for Public Administration and Management (KAPAM) in conjunction with Kenya School of Government (KSG) and the African Association for Public Administration and Management (AAPAM) conducted a public policy training at the Sovereign Hotel (Kisumu-Kenya) from 28<sup>th</sup> October to 1<sup>st</sup> November 2019.

The programme which was attended by fifteen (15) delegates from the national and county governments as well as state corporations covered a number of critical facets on public policy including the problems ailing the public policy in the country. Some of the topics covered include:

- Rationale and context of public policy.
- Public policy development process and linkage to research.
- Instruments of public policy.
- Role of governments institutions in public policy.
- Managing politics in public policy.
- Public policy implementation.
- Public policy analysis.
- Writing policy briefs.

Public policy and national development amongst others. Mr. Andrew Rory, Deputy Director KSG Mombasa Campus, Mr. Gachagua Patrick, Senior lecturer KSG and Mr. Simon Angote, greatly facilitated the sessions by not only expounding on the topics but also citing practical and relevant examples on policy matters. Some of the issues identified as impeding successful policy processes in Kenya include; competing interests and political interference. It is therefore important for the bureaucrats to be able to navigate political and personal interest for the betterment of the public policy process.

Policies create the enabling environment for economic growth whilst also providing a framework for governance systems, processes and procedures. It is therefore important to, understanding and contextualizing issues. Likewise, engaging stakeholders in the policy process is cardinal to growth. Much more, governments should endeavor to implement policies and move away from the

culture of just formulating them without actually operationalizing them. Participants present were therefore empowered with skills not only to formulate, implement, monitor and evaluate policies but also to deal with contextual issues like managing political interests. They were tasked to ensure that government policies and processes are professionally and competently carried out.

Representing AAPAM, Ms. Jessica Omundo reiterated that building the capacity of public officers is central to the effective and efficient operations of the public service. She also highlighted on the Programmes and activities of AAPAM. Through mentorship, networking, seminars, workshops, conferences, publications and innovation, AAPAM continues to champion transformation in Africa.

The KAPAM Programme Officer, Halima Aden appreciated the participants for attending the training promising to organize similar programmes across the counties. KAPAM is the National Chapter of AAPAM it is hosted at the Kenya School of Government.

# Southern African Regional Seminar on Corruption in Public Administration

By **Clifford Ogutu**, Research and Consultant Assistant-AAPAM

The African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization (AU-STC 8) held a seminar on the implementation of the African Charter on the Values and Principles of Public Service and Administration with a focus on the fight against Corruption in Public Administration. The two-day seminar was held in Lusaka, Zambia from 28<sup>th</sup> to 29<sup>th</sup> October 2019. The seminar enlisted the participation of experts and senior officials from over fifteen (15) African countries. AAPAM took part in the seminar.

The two day seminar was officially opened by the Zambian Justice Minister Honorable Gift Lubinda. The Minister challenged all participants to ensure periodic reporting as a way of ensuring accountability on the fight against corruption. He mentioned that the President of Zambia, His Excellency Edgar Lungu was taking seriously the fight against corruption by ensuring independence and noninterference of institutions charged with fighting corruption.

The Justice Minister reiterated that it was impossible to attain a corrupt free Africa without the involvement of everyone in fighting the scourge. He urged all participants to lead in the fight against corruption in their respective countries by exercising and advocating for good practices.

Mr. Issaka Garba Abdou, welcomed all the delegates on behalf of the African Union Commission. In his address he noted that the Lusaka consultation aimed at

identifying the challenges in the fight against corruption and mitigation strategies which, if fully exploited, could result in the substantial reduction of corruption and consequently achieve good governance that may in turn spur development in African states.

The AU Commission representative urged participants to better understand the challenges related to the implementation of the African Public Service Charter and find appropriate mechanisms to implement anti-corruption provisions in the public administration and to better identify common causes, catalysts or risk factors for corruption in public administration in Southern Africa.

Anti-corruption experts drawn from various countries across the continent facilitated the seminar. Participants were able to share in depth on areas such as preventive measures and legal frameworks in the fight against corruption. The participants from various countries shared their experiences on corruption among other areas of concern.

Participants had an opportunity discuss and identify the challenges in the fight against corruption in the Southern African region and mitigation

measures to reduce corruption.

Delegates were urged to put in place codes of conduct for public servants and have independent institutions to help in the fight against corruption. It was also discussed that the African Charter on Principles of Public Service and Convention on Prevention and Fight of Corruption is a very important tool in the fight against corruption. It was concluded that it is important for each state to ensure that they adopt laws and put in place sound strategies for effective implementation of laws.

The seminar ended with the presentation of the declaration made by the all the delegates. It was mentioned that the next session will take place in Nairobi Kenya for the Eastern Africa region with a specific focus on the fight against corruption. It is slated between 21<sup>st</sup> and 22<sup>nd</sup> November 2019.

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Send to [aapam@aapam.org](mailto:aapam@aapam.org)/[kevin@aapam.org](mailto:kevin@aapam.org)



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## AAPAM PROGRAMMES 2020

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
Public Talk on Election Dilemma in Africa	13 <sup>th</sup> February 2020	Kenyatta University	Kenyatta University	Students and the public
Executive Course: Promoting Peaceful and Inclusive Societies: The Role of Public Administration and Management Training	17 <sup>th</sup> - 20 <sup>th</sup> March 2020	Livingston, Zambia	National Institute for Public Administration (NIPA)	Public and private sector leaders, managers and administrators
Public Sector Financial Management Training	11 <sup>th</sup> -15 <sup>th</sup> May 2020	Mombasa, Kenya	Kenya School of Government (KSG) and Kenya Association for Public Administration and Management (KAPAM)	Public/Civil Service Officers
Anti-Corruption Conference	8 <sup>th</sup> - 10 <sup>th</sup> July	Nairobi, Kenya	Pan-African Strategic and Policy Research Group (PANAFSTRAG)-Nigeria All African Council of Churches-Nairobi	Selected Participants
Stakeholders in Public Policy and Administration Meeting	July	South Africa	Network of Schools of Public Policy, Affairs, and Administration (NASPAA)/ IASIA, University (Pretoria, Johannesburg or Limpopo)	Schools of Public Policy, Affairs, and Administration
Enhancing Transparency and Accountability in the Public Sector	29 <sup>th</sup> - 31 <sup>st</sup> July 2020	Uganda	Uganda Management Institute (UMI)	Public and private sector leaders, managers and administrators
Strengthening Research Capacities for Creating The 'Africa We Want' -AU Agenda 2063.	26 <sup>th</sup> - 28 <sup>th</sup> August 2020	South Africa	University of Pretoria, Department of Public Service Administration (DPSA) -South Africa, University of Zululand and University of Western Cape- South Africa	All
Women in Public Service Forum	September 2020	West Africa	TBD	All stakeholders
AAPAM 41 <sup>st</sup> Annual Round-table Conference	November 2020	South Africa- To be confirmed	TBD	All stakeholders

### Ongoing Programmes

Programme	Tentative Date	Partnering Institution	Target Group
<b>The African Leaders of Tomorrow Scholarship Programme</b>	2015-2020	Canadian Bureau for International Education (CBIE), Institute of Public Administration of Canada (IPAC) and Canadian Association of Programs in Public Administration (CAPP)	Young Professionals in Africa

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